

Office Memorandum • UNITED STATES GOVERNMENT
161052

TO : Chief Personnel Division (0)

DATE: 16 October 1952

FROM : Chief Interim Assignment Branch

SUBJECT: IAB Problems [REDACTED] Memorandum 9 October)

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A copy of subject memorandum is attached.

The text of this memo is very disappointing to me in that it very positively "passes the buck" to IAB. If IAB was to take the same attitude there would be a serious impasse. There is a solution to this problem and, considering the joint responsibility of Recruiting and IAB in delivery of qualified employees to eventual assignments, proper authority should be made cognizant of the facts.

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After reading [REDACTED] memo, I called the same people together again. I advised them of a portion of the text in paragraph #2 and it developed that they took issue with him on four major points:

1. Recruiters emphasize that the Agency will render employees service in locating housing or quarters.
2. Recruiters fail to explain that there will be an interim assignment pending clearance.
3. Recruiters fail to explain that new clerical employees will be tested again in Washington.
4. Recruiters inform some applicants that for security reasons they can not discuss their ultimate assignment and meanwhile they will be designated as clerks, clerk typists, clerk-stenos, etc. Anything to get them in process, then when they are ultimately cleared Placement would steer them into proper slots. When such persons are put through training to bolster their typing or shorthand speed they fail to understand. These conditions exist primarily with persons having college degrees and 4 or 5 years of business or teaching experience. They had no interest in being employed by CIA in clerical capacities.

These points constitute at least 80% of the questions put to the staff of IAB. The remainder would be eliminated by an improved orientation.

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I have interviewed a considerable number of employees in addition to those mentioned above. I took a cross section of those who had been here for different periods of time, various ages, and even a variety of personality types. I had them re-view the sequence of events from the time of initial interview up to the present. They consistently felt that the ebb in morale started when they first became aware of the interim assignment and the fact that it would be of indeterminate length awaiting security clearance. Thereafter, their morale fluctuates according to interest in classes, types of project assignments, adaptability to change, degree of patience, and unrelated personal problems.

To combat this latter morale problem, IAB proposes certain remedies:

1. We would like to initiate a broader orientation program as requested in our memo of 10 July 1952. Further recommend this to be the first thing on EOD Agenda.
2. Initiate supplemental informational lectures and courses of interest to be given in IAB, by IAB staff or personnel, and not as a part of Training.
3. Improve our Employee Relations within IAB as experience dictates.
4. Solicit more work projects in order to assure keeping employees occupied. Continually re-assign personnel to keep their work varied and, therefore, less monotonous.
5. Establish an orientation and training program for monitors and potential monitors to improve efficiency in project operations. This will also provide better supervision.

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IAB/MDS:jtb (16 October 1952)

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